



**USAID**  
FROM THE AMERICAN PEOPLE

# MICROENTERPRISE RESULTS REPORTING

YEAR TWO WORKPLAN

**OCTOBER 2011**

This publication was produced for review by the United States Agency for International Development. It was prepared by DAI.

# MICROENTERPRISE RESULTS REPORTING

## FY 2012 ANNUAL WORKPLAN

|                                 |                                                                      |
|---------------------------------|----------------------------------------------------------------------|
| <b>Program Title:</b>           | <b>Microenterprise Results Reporting</b>                             |
| <b>Sponsoring USAID Office:</b> | <b>USAID/EGAT/PR/MD</b>                                              |
| <b>Contract Number:</b>         | <b>Contract EEM-I-00- 07-0009-00; Task Order AID-OOA-TO-10-00050</b> |
| <b>Contractor:</b>              | <b>DAI/Nathan Group (DNG), implemented by DAI</b>                    |
| <b>Subcontractor:</b>           | <b>QED Group, LLC</b>                                                |
| <b>Date of Publication:</b>     | <b>October 2011</b>                                                  |
| <b>Author:</b>                  | <b>Alexis Curtis</b>                                                 |

The views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

# CONTENTS

|                                                                                                      |          |
|------------------------------------------------------------------------------------------------------|----------|
| <b>PROJECT OVERVIEW.....</b>                                                                         | <b>1</b> |
| <b>PROJECT OBJECTIVE AND APPROACH BY TASK.....</b>                                                   | <b>1</b> |
| Task A - Tracking of Estimated and Actual Obligations .....                                          | 1        |
| Task B - Microfinance, Enterprise Development and Enabling Environment Institution<br>Tracking ..... | 2        |
| Task C - USAID Microenterprise Results Reporting Publications.....                                   | 3        |
| Task D - Microenterprise Results Reporting Web Site .....                                            | 3        |
| <b>PROJECT MANAGEMENT .....</b>                                                                      | <b>4</b> |
| Contractual Deliverables .....                                                                       | 4        |
| Project Team.....                                                                                    | 5        |
| <b>ANNEX A - PROJECT TIMELINE .....</b>                                                              | <b>7</b> |



## PROJECT OVERVIEW

The current Microenterprise Results Reporting (MRR) contract is a 32 month activity, starting on Sept 27, 2010 and ending on May 26, 2013. MRR is contracted to the DAI/Nathan Group joint venture (DNG) through Task Order number AID-OOA-TO-10-00050 under the Global Business, Trade and Investment II (GBTI II) IQC, (EEM-I-00-07-0009-00). With full approval from Nathan Associates and the DAI/Nathan Group, DAI is performing as lead contractor on MRR. QED Group, LLC is subcontractor to DAI.

DAI is providing one key personnel position - the Project Team Leader/Microenterprise Operations Specialist, Alexis Curtis. QED is providing the second key personnel position - Information Systems Specialist, Ruth Speyer. The USAID Contracting Officer's Technical Representative (COTR) for MRR is Maria Stephens, and the USAID Contracting Officer is Kenneth Stein, supported by USAID Acquisitions Specialist David Lavine.

## PROJECT OBJECTIVE AND APPROACH BY TASK

In 2000, the US Congress signed the Microenterprise for Self-Reliance and Anti-Corruption Act – establishing microenterprise development as an integral part of US foreign assistance strategy. Through the Microenterprise Results Reporting (MRR) system and project, USAID collects and analyzes funding data on its global investments and outreach in microenterprise, and is able to respond to Congress's requirements in this regard. Not only does MRR produce USAID's annual Microenterprise Results Report to Congress, but it responds to inquiries about USAID's microenterprise investments – conducting various kinds of data analysis and reporting. The project maintains the MRR website, an integrated web-based database to collect and process accurate, timely information from missions and partners on funding, institutional data, results, and other requirements ([www.mrrreporting.org](http://www.mrrreporting.org)).

The MRR project has four main tasks: a) Tracking of Estimated and Actual Obligations; b) Microfinance, Enterprise Development and Enabling Environment Institution Tracking; c) USAID Microenterprise Results Reporting; d) Microenterprise Results Reporting Website. As MRR is based around the USAID fiscal year, each project year operates on a similar schedule. Slight modifications that facilitate an earlier data collection launch in Year 2 are reflected in the project timeline presented in Annex A. Activities associated with each of the four tasks are listed below.

### TASK A - TRACKING OF ESTIMATED AND ACTUAL OBLIGATIONS

The first phase of MRR's annual Fiscal Year data collection is to track USAID obligations. From early November 2011 – January 2012, the team will facilitate this process – reaching out to USAID Missions and Offices who may have obligated funding towards microenterprise

programming during FY 2011. To do so, and to complete Task A, the team will conduct the following specific activities:

- Help draft and distribute the yearly data collection instructions to the field missions and Washington offices and answer questions from the Missions and Washington Offices. MRR's current contact list includes 93 relevant Missions and Offices – to be verified with USAID in October 2011.
- Manage the process of gathering Mission data, assuring that all data is captured in the MRR website.
- Work with USAID/W offices to capture the microenterprise assistance provided within their portfolios.
- Check data for completeness, adherence to basic definitions and internal consistency, identify gaps and problems in data, and attempt to fill or rectify them; and contact relevant USAID/W and mission personnel to fill gaps and correct errors.
- Confirm that the obligations reported fit the definition of microenterprise specified in reporting guidelines, and that a given unit's reporting is plausible and consistent from year to year.
- Focus efforts on obtaining complete and accurate "actual-year" data for the fiscal year most recently completed, and ensuring that the budget estimates for the following year are reasonable. In addition, ensure that the actual-year funding is tied to specific institutions, activities, or holding projects, thus allowing compilation of a complete list of microenterprise-related institutions receiving funding from USAID in that year.
- Collect budget estimates for future year(s) from field missions and Washington offices as available.
- Maintain a historical data series on USAID microenterprise funding (dollar obligations and local currency expenditures), incorporating existing information and adding to it with each year's results.

## **TASK B - MICROFINANCE, ENTERPRISE DEVELOPMENT AND ENABLING ENVIRONMENT INSTITUTION TRACKING**

The second phase of MRR data collection includes microfinance, enterprise development, and enabling environment institution outreach and tracking. The team will manage this "partner-level" data collection between February and May 2012, (specific timing detail provided in Annex A). For work under Task B, the MRR team will use the partner institutions identified by USAID Missions during Task A. Specific steps under Task B are:

- Obtain information from the list of microfinance and enterprise development institutions on a range of key program parameters and standard performance measures. The precise list of variables will be identified each year with the relevant staff members of the

MD office. The team will ensure availability of questionnaire and other data collection tools in Spanish, French or other languages as the need may arise, and will ensure that the data requested conform to USAID's microenterprise policy statement.

- Manage the process of gathering partner data and assure that all data is captured in the MRR website. The data may be gathered from USAID Missions, PVO and contractor headquarters, or local NGO(s) and firms as appropriate to the specific circumstances.
- Identify gaps and inconsistencies in the data, and follow up with Missions and/or partner institutions to obtain a complete and accurate data set.
- Produce tables and other graphics with explanatory notes to demonstrate the status of USAID support for key microenterprise development variables as identified by the Contracting Officer's Technical Representative (COTR).

### **TASK C - USAID MICROENTERPRISE RESULTS REPORTING PUBLICATIONS**

Each year, USAID submits a report to Congress on the Agency's microenterprise activities and results from the previous Fiscal Year. After completing data collection under Task B in May 2012, the MRR team will produce the MRR Annual Report to Congress for submission to USAID, which USAID will then review, approve and submit to Congress. The team will conduct the following specific steps contributing to the production of the MRR Annual Report and other microenterprise results publications and analyses as needed:

- In collaboration with MD staff and COTR, the team will produce a report that summarizes the funding, institutional and other data collected for the year within the context of the USAID vision of microenterprise development and the operative agency policy. The report will be produced to the specifications set for Agency publications electronically and, as needed, in a quantity to be established each year.
- If applicable, the team will assist in packaging, addressing, and mailing the report to Congress and others as designated by the COTR.
- Assist the MD office with information from the MRR database for responses to inquiries from Congress and others as the need may arise.

### **TASK D - MICROENTERPRISE RESULTS REPORTING WEB SITE**

The team will manage the MRR website's maintenance as well as any functional expansion as reporting and tracking needs may evolve. To this end, the team will:

- Maintain the website via a combination of in-house management and partnership with web design firm, WolfeReiter, and website hosting provider, Peer 1.

- Continue to refine the services for users who will access the web site; the information form and content desired by each category of user; and the information access and restrictions for each category of user.
- Complete analyses to address new requirements or any special needs for a specific user, such as USAID employees or Congress.

## PROJECT MANAGEMENT

The MRR team is located at QED, with DAI employee Alexis Curtis based at QED's offices to facilitate efficient communication and project management. With QED's proximity to USAID, this also greatly facilitates meeting with the COTR - whether at USAID or QED – since QED is in downtown Washington, DC. DAI will continue to effectively manage subcontractors and vendors, efficiently manage project finances, and successfully manage and oversee all system and database updates.

With a smooth and collaborative transition from QED to DAI as MRR prime contractor in Year 1, and after one solid year of strong performance, the current MRR team will continue to develop and submit all project deliverables in a timely manner – each of which is detailed in the following table:

## CONTRACTUAL DELIVERABLES

| MRR project deliverables |                                                                                                                                                                                       | Date submitted<br>Year 1 | Date submitted<br>Year 2 | Date submitted<br>Year 3 |
|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|
| 1.                       | operations manual detailing the process for data collection, validation, analysis, and report writing within two months after award. The operations manual shall be updated annually; | 11/19/2010               |                          |                          |
| 2.                       | annual work plan within two months after award outlining major MRR activities and milestones. The work plan shall be updated at least annually or more frequently if needed;          | 11/19/2010               |                          |                          |
| 3.                       | annually updated database and annotated tables on USAID funding of microenterprise development and support institutions for microfinance and business services;                       | 06/30/2011               |                          |                          |
| 4.                       | updated list of all institutions receiving USAID assistance for microenterprise development within six months after award;                                                            | 03/31/2011               |                          |                          |



|    |                                                                                                                                                                                                                                                                                                                               |            |  |  |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--|--|
| 5. | annually updated historical series on USAID microenterprise funding;                                                                                                                                                                                                                                                          | 06/29/2011 |  |  |
| 6. | annual report on the Agency's microenterprise activity, the contents of which will vary by year but generally will include: a narrative description of the USAID supported microenterprise activities, key results achieved by the Agency, a summary of the MRR data, and statistical annexes on key aspects of the programs; | 06/29/2011 |  |  |
| 7. | updated MRR web site easily accessible on both the intranet and internet within six months after award;                                                                                                                                                                                                                       | 03/31/2011 |  |  |
| 8. | ten to twenty data reports/analyses per year for posting on any USAID website, as directed by the COTR; and                                                                                                                                                                                                                   | ongoing    |  |  |
| 9. | quarterly reports highlighting the major achievements and challenges from the reporting period.                                                                                                                                                                                                                               | ongoing    |  |  |

## PROJECT TEAM

The MRR team has a broad mix of microenterprise development experience, MRR knowledge, project, database and website management experience, as well as data gathering, statistical analysis, and information technology expertise. The team is comprised of the professionals listed below:

**Alexis Curtis - Team Leader/Microenterprise Operations Specialist.** Ms. Curtis is responsible for daily management of MRR, including subcontractor relationships and all project deliverables, and serves as the primary point of contact for USAID. She assures that MRR operates according to the timeline presented in Annex A, responds in a timely manner to USAID requests, and produces high quality outputs in a cost-effective manner.

**Ruth Speyer - Information Systems Specialist.** Ms. Speyer is responsible for MRR data collection, providing guidance and data support to Missions and partners through the MRR Help Desk, and performing data quality checks and analysis. She also works with the Team Leader in response to requests from USAID, Congress and other actors and contributes to the MRR annual report and annexes.

**Gang Liu - Database Specialist.** Mr. Liu has extensive knowledge of the MRR database and conducts as needed queries of the database using SQL. He generates all data reports for the project, ensures database security, and conducts regular data backups for the system. He assists in verifying data quality, performing time-series analyses, and conducting detailed data comparisons and cross-checks.

**Stephanie Parker - Information Systems Analyst.** Ms. Parker provides surge capacity to MRR during peak periods by assisting the Information Systems Specialist with data quality checks, analysis, communication with Missions and partners, as well as report formatting.

**Andy Reuter - Senior Technical Advisor.** Mr. Reuter will continue to provide overall technical and management advice to the MRR team, as he did in Year one. In Year two, he will contribute to task D – MRR website maintenance.

**Krista Baptista -** Ms. Baptista will continue to serve as the Technical Support advisor on matters related to Task D – MRR website maintenance. As needed, she will advise and assist with managing the process of the system modifications, and serve as the main liaison with IT firm responsible for website maintenance.

**Robin Young - DAI Home Office/Project Team Lead.** Ms. Young provides technical and management oversight from a DAI Corporate perspective. She is a senior Development Specialist at DAI and is an expert in microfinance.

**Anna Langer - DAI Home Office/Administrative Backstop.** Ms. Langer provides operational support from the DAI home office. She will liaise with DAI's support offices (Finance, Contracts, Information Technology and Human Resources) to facilitate efficient project operations.

**QED Surge Capacity -** QED will provide additional surge capacity labor as needed during peak data collection phases – in the areas of database management, data collection and verification and/or support for publication generation and promotional activities.

## ANNEX A - PROJECT TIMELINE

| MRR Tasks                                                                                           | Performance Period             |     |     |     |     |     |     |     |      |      |     |     |
|-----------------------------------------------------------------------------------------------------|--------------------------------|-----|-----|-----|-----|-----|-----|-----|------|------|-----|-----|
|                                                                                                     | FY 2012 (reporting on FY 2011) |     |     |     |     |     |     |     |      |      |     |     |
|                                                                                                     | Oct                            | Nov | Dec | Jan | Feb | Mar | Apr | May | June | July | Aug | Sep |
| <b>Task A - Tracking of Estimated and Actual Obligations</b>                                        |                                |     |     |     |     |     |     |     |      |      |     |     |
| A.1 Update operations manual                                                                        | ●                              | ●   | ●   |     |     |     |     |     |      |      |     |     |
| A.2 Update and maintain point-of-contact information for Missions and Operating Units               | ●                              | ●   |     |     |     |     |     |     |      |      |     |     |
| A.3 Update and distribute instructions to Missions                                                  | ●                              | ●   |     |     |     |     |     |     |      |      |     |     |
| A.4 Provide help desk support to Missions                                                           |                                | ●   | ●   | ●   | ●   |     |     |     |      |      |     |     |
| A.5 Obtain and review estimated and actual obligation data                                          |                                | ●   | ●   | ●   | ●   |     |     |     |      |      |     |     |
| A.6 Resolve data problems                                                                           |                                |     | ●   | ●   | ●   |     |     |     |      |      |     |     |
| A.7 Promote Mission data collection in Connections and on microLINKS                                |                                | ●   | ●   | ●   |     |     |     |     |      |      |     |     |
| A.8 Finalize obligation data entry                                                                  |                                |     |     | ●   | ●   |     |     |     |      |      |     |     |
| <b>Task B - Microfinance, Enterprise Development, and Enabling Environment Institution Tracking</b> |                                |     |     |     |     |     |     |     |      |      |     |     |
| B.1 Assign appropriate questionnaire (ED, MFI, Policy) to implementing partners                     |                                |     |     |     | ●   | ●   |     |     |      |      |     |     |
| B.2 Provide help desk support to implementing partners                                              |                                |     |     |     | ●   | ●   | ●   | ●   |      |      |     |     |
| B.3 Follow-up with implementing partners to improve response rates                                  |                                |     |     |     |     | ●   | ●   | ●   |      |      |     |     |
| B.4 Ensure data accuracy through data cleaning & identify priority indicators for review            |                                |     |     |     |     | ●   | ●   | ●   | ●    |      |     |     |
| B.5 Finalize implementing partner data entry                                                        |                                |     |     |     |     | ●   | ●   | ●   | ●    |      |     |     |
| <b>Task C - USAID Microenterprise Results Reporting Publications</b>                                |                                |     |     |     |     |     |     |     |      |      |     |     |
| C.1 Collect supporting information and prepare draft report                                         |                                |     |     |     |     |     |     | ●   | ●    | ●    |     |     |
| C.2 Develop, produce, and disseminate the annual report                                             |                                |     |     |     |     |     |     |     | ●    | ●    | ●   |     |
| C.3 Prepare statistical annexes                                                                     |                                |     |     |     |     |     |     |     | ●    | ●    | ●   | ●   |
| <b>Task D - Microenterprise Results Reporting Web Site</b>                                          |                                |     |     |     |     |     |     |     |      |      |     |     |
| C.1 Maintain the MRR website and database                                                           | ●                              | ●   | ●   | ●   | ●   | ●   | ●   | ●   | ●    | ●    | ●   | ●   |
| C.2 Refine MRR services                                                                             | ●                              | ●   | ●   |     |     |     |     |     |      | ●    | ●   | ●   |
| C.3 Develop new capabilities, as required                                                           | ●                              | ●   | ●   | ●   | ●   | ●   | ●   | ●   | ●    | ●    | ●   | ●   |
| C.4 Address inquiries for analysis                                                                  | ●                              | ●   | ●   | ●   | ●   | ●   | ●   | ●   | ●    | ●    | ●   | ●   |
| C.5 Other tasks as assigned                                                                         | ●                              | ●   | ●   | ●   | ●   | ●   | ●   | ●   | ●    | ●    | ●   | ●   |
| <b>Poverty Tools and DCA</b>                                                                        |                                |     |     |     |     |     |     |     |      |      |     |     |
| Work with PAT team to develop appropriate procedures for PAT data collection                        |                                | ●   | ●   | ●   | ●   |     |     |     |      |      |     |     |
| Work with PAT team to develop language for Missions on PAT                                          |                                | ●   | ●   | ●   | ●   |     |     |     |      |      |     |     |
| Adapt questionnaires to include any new PAT questions                                               |                                |     | ●   | ●   | ●   |     |     |     |      |      |     |     |
| Determine which institutions will report on PAT and assign questionnaires                           |                                |     |     | ●   | ●   | ●   |     |     |      |      |     |     |
| Share PAT results data with PAT team                                                                |                                |     |     |     |     |     |     | ●   | ●    | ●    |     |     |
| Contact DCA to obtain information on guarantees                                                     |                                |     |     |     |     |     | ●   | ●   | ●    |      |     |     |
| <b>Project Management</b>                                                                           |                                |     |     |     |     |     |     |     |      |      |     |     |
| Submit annual work plan                                                                             | ●                              | ●   | ●   |     |     |     |     |     |      |      |     |     |
| Conduct regular meetings with Activity Manager                                                      | ●                              | ●   | ●   | ●   | ●   | ●   | ●   | ●   | ●    | ●    | ●   | ●   |
| Manage project finances, including budget management and invoicing                                  | ●                              | ●   | ●   | ●   | ●   | ●   | ●   | ●   | ●    | ●    | ●   | ●   |
| Manage subcontractors, vendors, and consultants                                                     | ●                              | ●   | ●   | ●   | ●   | ●   | ●   | ●   | ●    | ●    | ●   | ●   |
| Prepare quarterly accrual reports                                                                   |                                |     | ●   | ●   |     | ●   | ●   |     | ●    | ●    |     | ●   |
| Develop quarterly progress reports                                                                  | ●                              | ●   |     | ●   | ●   |     | ●   | ●   |      | ●    | ●   |     |
| Conduct regular database and system backups                                                         | ●                              | ●   | ●   | ●   | ●   | ●   | ●   | ●   | ●    | ●    | ●   | ●   |